

February 12, 2004



# SHARPTON, BRUNSON & COMPANY, P.A.

Certified Public Accountants & Business Consultants

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December 10, 2003

Honorable Chairperson  
and Members Board of County Commissioners  
111 N.W. First Street, 2<sup>nd</sup> Floor  
Miami, Florida 33128

Dear Honorable Chairperson and Members Board of County Commissioners:

On April 10, 2003, the Board of County Commissioners established the Commission Auditor Selection Committee to review, interview and recommend applicants for the position of Commission Auditor.

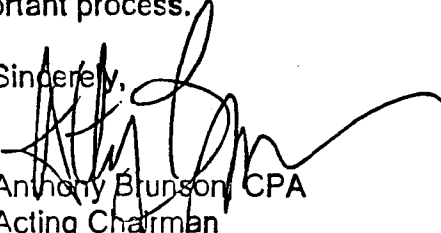
The recruitment for this position produced twenty-eight applicants. On August 13, 2003, the Selection Committee met to review the resumes submitted for the position of Commission Auditor. Although eight candidates originally were selected to be interviewed, one candidate removed himself from consideration because he was not able to meet the Florida Certified Public Accountant (CPA) licensure requirements. The remaining seven candidates were interviewed on Friday, October 3, 2003.

On December 9, 2003, the Selection Committee reconvened to review the results of the background investigation conducted by the Office of the Inspector General. As a result, the Committee is forwarding the following names for your consideration:

Garland W. Blackwell  
Allen M. Vann

Attached for your reference are copies of the candidates' resumes, summary of each candidate's experience and education and the results of the Inspector General's investigation. On behalf of the Selection Committee, I would like to thank you for providing us the opportunity to participate in this important process.

Sincerely,

  
Anthony Brunson, CPA  
Acting Chairman  
Commission Auditor Selection Committee

cc: Selection Committee Members  
Employee Relations Support Staff

**GARLAND W. BLACKWELL**

SSN: 246-96-6793  
Req. #3010047  
Commission Auditor

346 Jamacha Road, Apt. 22  
El Cajon, CA 92019  
(619) 444-4532  
Garland.Blackwell@att.net

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**SUMMARY OF EXPERIENCE:**

- Effective leadership and managerial skills focusing on the big picture and strategic objectives
- Consensus builder among constituents with different vested interests
- Superb project management, internal audit, and accounting skills
- Accounting lecturer and legal related skills
- Currently a board member of St. Vincent De Paul Village, a non-profit that serves the homeless, at-risk teenagers, and others who are less fortunate than the general population.

**EXPERIENCE (1982 to 2003):**

**Audits Manager (Assistant Audits Director), County of San Diego, 2000 – 2003**

- Managed an auditing organization of about 20 members
- Helped automate the auditing function through Teammate 2000 software and increased usage of ACL (data extraction and analysis software)
- Major results include the collection of a very old \$3.2 million account receivable; potential cost savings of \$1.4 million on an indigent defense contract; more effective cost accounting in the County's internal service funds; and many other positive results
- One of a select few chosen for the County's Leadership Academy and completed in Dec. 2002
- Handpicked to be a member of a tiger team to improve a very large organization

**Controller, University of San Diego, 1999 – 2000**

- Managed an accounting organization of about 30 members including 3 direct reports
- Responsible for the accounting and reporting for federal, state, private, endowment, grants, debt service, and other funds. Tuition and other revenues exceeded \$145 million and expenses exceeded \$100 million
- Major initiatives included implementing new systems to increase efficiency and improve customer service, enhancing internal controls, more timely and accurate transactions and reports, goal setting/monitoring
- Established a campus card services office and an AmEx corporate purchase card program
- Regularly briefed financial committees of the Board of Trustees (finance and investment)

**Comptroller, North Carolina Central University, 1997 - 1998**

- Managed an accounting organization of about 35 members including 6 direct reports
- Responsible for the accounting and reporting for federal, state, trust, endowment, grants, debt service, and other funds. Revenues and expenses exceeded \$75 and \$73 million, respectively
- Major initiatives included implementing a new cashier system to increase efficiency and improve customer service, enhance internal controls, more timely and accurate transactions and reports
- Reduced numerous State Auditor-reported findings to zero in my first year on the job
- Regularly briefed financial committees of the Board of Trustees (audit, finance, and endowment)

**Sr. Auditor, Portland General Electric Co., 1996 - 1997**

- Performed a variety of financial audits to garner corporate experience. Areas audited included asset accounting, cash remittance, employee stock purchase plan, income tax provisions, human resources, trading floor, and property services.
- Identified several opportunities to improve operations, internal controls, and to save money, for example, I offered management a way to ensure \$900,000 worth of daily unprocessed checks could be processed and deposited, thereby saving about \$45,000 per year in float
- Departed the company due to a merger with Enron; Audit Office was out-sourced

**EXPERIENCE  
CONTINUED:**

**U.S. AIR FORCE EXPERIENCE:**

**Positions Held:**

- Retired at the rank of Major in 1994 (early retirement program); then enrolled into law school
- Comptroller, Misawa Air Base, Japan, 1992-1994
- Audit Manager, Air Force Audit Agency, Norton AFB, CA, 1989-1992
- Director, Internal Audit Office, Air Force Audit Agency, Castle AFB, CA 1985-1989
- Audit Team Leader, Air Force Audit Agency, Torrejon AB, Spain, 1983-1985
- Staff Auditor, Air Force Audit Agency, Vandenberg AFB, CA, 1982-1983
- Deputy Accounting & Finance Officer, Kirtland AFB, NM, 1979-1982

**Comptroller, Misawa Air Base, Japan, 1992-1994**

- Administered annual budgets exceeding \$120 million
- Provided managerial oversight to an additional business operation that generated annual revenues in excess of \$14 million
- Supervised 35 comptroller personnel responsible for budget, accounting and finance
- Received an "Excellent" rating from higher headquarters for my outstanding accounting and finance operation

**Audit Manager, Air Force Audit Agency, Financial and Support Directorate, 1989-1992**

- Managed four Air Force-wide audits of computer systems and contingency funds totaling over \$107 million and \$6 million, respectively
- Production exceeded that of other audit managers by 200%
- Identified savings exceeding \$3,000 per personal computer
- Audit results protected the Air Force from potential litigation by a key contractor involving millions of dollars
- Supervised over 40 professional staff auditors

**Director, Internal Audit Office, Air Force Audit Agency, Field Directorate, 1985-1989**

- Increased productivity by over 46 percent in the first year on the job
- Produced over 100 audit reports related to operational budgets exceeding \$50 million
- Identified annual cost savings exceeding \$1.5 million agreed to by management
- Supervised a staff of four professional auditors

**Staff Auditor/Audit Team Leader, Air Force Audit Agency, Field Directorate, 1982-1985**

- Wrote audit programs; conducted audits; prepared work papers; wrote draft audit reports
- Conducted about 6 to 10 audits per year; identified average annual cost savings of over \$150,000
- Regularly briefed management and executives on audit results
- Supervised other auditors on team audits

**EDUCATION AND CERTIFICATIONS:**

**Juris Doctorate, 1998**

Willamette University College of Law, Salem OR

**Certified Public Accountant**

**Certified Internal Auditor**

**Attorney**

**Master of Business Administration, 1982**

New Mexico Highlands University

**County of San Diego:**

**Leadership Academy, 2002**

**Bachelor of Science, 1978**

University of North Carolina at Chapel Hill

Major: Business Administration

Emphasis in Accounting and Economics

346 Jamacha Rd., Apt. 22  
El Cajon, CA 92019  
(619) 444-4532

May 25, 2003

Miami Dade County, Employee Relations Department  
Personnel Services Division, Center for Employment Application  
140 West Flagler Street, Suite 105  
Miami, FL 33130

To Whom It May Concern,

I am very interested in the "Commission Auditor" position that you recently advertised. My leadership experiences and other attributes make me well suited for this position. In addition, I hold three academic degrees (B.S, MBA, and JD) and three professional credentials (CPA, CIA, and attorney) that would serve you well. In summary, I have served the public sector in leadership and managerial positions in a financial or legal capacity since 1979 at the federal (U.S. Air Force), state (North Carolina and Oregon), and local (County of San Diego) levels. Over those years, I have worked with the Boards and leaders of the organizations that I served, mainly by briefing them on the results achieved by my departments. I have also been a Board member for two not-for-profit organizations. Currently, I am a Board member for St. Vincent De Paul Village, an organization in San Diego that provides housing for the homeless, and other services for those who are disadvantaged and less fortunate than the general population. Also, my work-related travels have taken me across the United States, and to Europe and Japan, travels that developed my appreciation for the value of diversity in the workplace.

During my internal audit career of about 15 years, I have conducted, supervised, and managed all types of audits, including financial, compliance, economy, efficiency, operational, contracts, program results, and follow up audits, all performed in accordance with Generally Accepted Government Auditing Standards, Generally Accepted Auditing Standards, and under other auditing standards or procedures as appropriate.

My leadership skills were cultivated in several positions of significant responsibility over the past 20 years, primarily in the internal auditing and controller career fields. Most recently, I served as the Audits Manager for the County of San Diego, an entity that is operated by over 17,000 employees through a budget of over \$3 billion. In that position, I managed up to 19 auditors who performed assigned audits and other projects within the County's five business groups and associated entities. I left that position in order to concentrate my attention, full-time, on garnering a position of leadership, something that I am definitely ready for at this point in my career. Recently, I competed for the City of San Antonio's City Auditor position as a finalist of two. As you know, the City of San Antonio is one of our country's 10 largest cities. While I did not win the job, being one of two finalists and competing so strongly for such a high level, high visibility position showed me that I am very competitive in today's marketplace and a recognized leader.

My intent as a leader is to stay focused on the big picture with an eye toward providing outstanding customer service to ensure organizational strategic goals are met and to achieve a high degree of customer satisfaction. I am also a thinker, learning from the past, being aware of today's situation, and envisioning the future. At the County of San Diego, I led the effort to create an information technology and telecommunications (ITT) audit plan, which I deemed to be critically necessary because the County out-sourced its ITT entity and embarked on an enterprise resource planning (ERP) effort to integrate its financial and human resource systems. Certain audits that I managed resulted in more effective operations, the collection of a very old \$3.2 million account receivable, the potential to realize \$1.4 million cost savings on an indigent defense contract without decreasing services, and many other positive results over the past 2.5 years. When you speak to my boss about me, he will tell you that over the past 20 years that he served as an audit director of very large organizations, that he ranks me in the top one or two audit managers that worked for him during that time. I am clearly one of the best in my career field.

At the University of San Diego, I led the effort to create a campus card office to centralize several student services, re-organized the University's accounting department, and served on the steering committee to implement an ERP system. At North Carolina Central University, I led the Comptroller Office from a multitude of findings issued by the State Auditor in 1997 to zero findings in 1998. As a Comptroller in the U.S. Air Force, I led my Accounting and Finance team to an "Excellent" rating from the Inspector General. As an Audit Director in a 22-office region for the Air Force Audit Agency, I led my office from the bottom of the pack to almost the top in my first year on the job.

So, besides being visionary, I am known for achieving results everywhere I go, especially at troubled organizations. Most recently, the executive leadership handpicked me to serve on a County of San Diego tiger team that helped to turn around its Housing Authority, an entity with about \$100 million in annual revenues and 100 staff members. I also recently completed the County's Leadership Academy, a program designed for only the select few who have demonstrated the ability to lead a department or hold another position of substantial responsibility. Most of my classmates had more than 10 years with the County, but I had only two years when I was chosen to attend.

I am ready to assume the duties of your executive position. I am mature enough to handle the political and social pressures that exist in a public entity, as well as the general issues related to serving the tax paying citizens in a governmental setting. Ultimately, we are here to serve our constituents, i.e., the citizens, an ideal for which I would never lose sight of. And as for becoming a Florida CPA, I am confident that I can attain that credential through the State's reciprocity program, as I have done in other states before. Thanks so much for your time and consideration. I look forward to hearing from you soon.

Sincerely,

*Paul W. Blackwell*

**ALLEN M. VANN**  
**Certified Public Accountant**  
**18537 Corintha Terrace**  
**Delray Beach, Florida 33446**  
**Home: (561) 498 - 3991**  
**Office: (561) 682 - 6220**

***Experience:***

***Inspector General***

***South Florida Water Management District***

***August 1996 - Present***

Provide the Governing Board, through its Audit Committee, with an independent view of District operations through objective and professional audits, investigations, and special projects and evaluations of economy, efficiency and effectiveness of District related programs and activities.

Organize and conduct periodic Audit Committee meetings with Board members. Develop and present audit plans to the Audit Committee based upon an assessment of risk. Created a world class audit organization by organizing, motivating and training staff auditors to maximize productivity and provide a quality product that is useful to the Board and District management.

***Director of Audit***

***New York City Bureau of Audit  
Office of the State Comptroller***

***December 1993 - July 1996***

Direct forty auditors in performing reviews of New York City's multi-billion dollar financial operations and capital programs, including: asset and personnel management, revenue collections, construction projects, inventory and accounting systems.

Reorganized and restructured audit operations to increase productivity and effectiveness. Developed meaningful audit planning activities, an innovative training program and streamlined quality assurance procedures. Supervise personnel and recruitment activities. Initiated dramatic expansion of office computer capability.

***Director, Procurement & Contract***

***Compliance Division, Bureau of Audit  
Office of the NYC Comptroller***

***September 1990 - December 1993***

Created and organized a new audit division composing over thirty professional accountants and auditors in performing audits of seven billion dollars in annual procurement and contracting activity of the City of New York. Responsibilities included directing audit planning activities and assuring that audit teams were properly supervised, effectively motivated and trained. Audits included operational audits of the procurement functions of the City and its agencies, as well as financial and compliance audits of construction and other types of contractors.

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***Certified Public Accountant***

***Audit Manager***

***Internal Audit Department***

***New York City Transit Authority***

***1987 - 1990***

Responsible for identifying, planning, organizing and directing capital program audits necessary to assure management that organizational goals and objectives are being met. Developed staff capable of analyzing procurement, operational and fiscal activities with special emphasis in the area of construction. Audits of both the Transit Authority's and contractors' accounting, and internal control systems required my thorough knowledge and experience with federal and state regulations, contracting procedures, as well as, complex accounting and automated data systems.

***Audit Supervisor, Office of the Inspector General***

***U.S. General Services Administration***

***1978 - 1986***

Supervised and conducted internal audits of financial and program activities. This entailed reviews of Agency accounting and internal control systems, and operational audits of organization activities. Also performed financial audits of a variety of major contractors in the construction, consultant and equipment/supply industries in accordance with Federal Acquisition Regulations.

***Auditor, Audit Agency***

***U.S. Dept. of Health Education & Welfare***

***1976 - 1977***

Performed audits of research and development grants with hospitals, research institutions and universities and financial and compliance audits of state agencies.

***Accountant,***

***Edward I. Thomashow & Co., C.P.A.'s***

***1973 - 1975***

Performed certified audits of corporations, prepared client tax returns and assisted clients with their accounting systems.

***Education:***

Bachelor of Science in Accounting, Brooklyn College, City University of New York  
Graduated Magna Cum Laude with honors in Economics- 1975

***Organizational Affiliations:***

Past President, Palm Beach County Chapter of the Institute of Internal Auditors  
Florida Governor's Council on Integrity and Efficiency  
Association of Inspectors General  
U.S. General Accounting Office, Inter-Governmental Audit Forum  
National Association of Local Government Auditors  
Government Finance Officers Association  
Florida Audit Forum

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ALLEN M. VANN  
Certified Public Accountant  
15837 Corinthia Terrace  
Delray Beach, Florida 33446

May 30, 2003

Miami-Dade County  
Employee Relations Department  
Personnel Services Division  
Center for Employment Application  
140 West Flagler Street, Suite 105  
Miami, Florida 33130

Honorable County Commissioners,


I am taking this opportunity to write to you in response to your search for a County Auditor. My career in public service has included providing both elected and appointed officials with valuable assistance and advice. My proudest achievement in South Florida has been working closely with the Water Management District's Governing Board members and Senior Staff to ensure that adequate funding and appropriate oversight is in place for our Everglades restoration program.

I will strive to provide the Miami-Dade County Commissioners with up to date information on topical issues relating to the challenges facing the County's programs, services, and budget. I will also work closely with the County Manager to ensure that all of my reports are current, complete, and accurate. In this collaborative manner, I will help provide the incentives and tools necessary to create a result oriented environment.

At the Inspector General's Office, as well as in my previous positions, I have had the distinction of organizing professional audit staff that has produced first class work products. This has been achieved by creating an open working environment where each staff member's contribution is valued. I attribute my professional achievements to successfully working with staff, and keeping communication as open as possible.

I will be available to discuss your needs in further detail at your convenience.

Sincerely Yours,

  
Allen M. Vann

Enclosure



Miami-Dade County  
Candidates for Commission Auditor

CANDIDATE NAME	EXPERIENCE	EDUCATION/LICENSE/CERTIFICATION
Garland W. Blackwell	<p>Audits Manager, County of San Diego 2000-2003</p> <p>Controller, University of San Diego 1999-2000</p> <p>Comptroller, North Carolina Central University 1997-1998</p> <p>Senior Auditor, Portland General Electric Co. 1996-1997</p> <p>U.S. Air Force Comptroller, Misawa Air Base, Japan 1992-1994</p> <p>Audit Manager Air Force Audit Agency 1989-1992</p> <p>Director, Internal Audit Office Air Force Audit Agency 1985-1989</p> <p>Staff Auditor Air Force Audit Agency 1982-1985</p>	<p>Florida CPA Eligible and in process</p> <p>North Carolina CPA New Mexico CPA</p> <p>Juris Doctorate, 1998 Willamette University College of Law Salem, Oregon</p> <p>Master of Business Administration 1982 New Mexico Highlands University</p> <p>Bachelor of Science, 1978 University of North Carolina at Chapel Hill</p>
Allen M. Vann	<p>Inspector General South Florida Water Management District August 1996 - Present</p> <p>Director of Audit, City of New York New York City Bureau of Audit Office of the State Comptroller December 1993 - July 1996</p> <p>Director, Procurement &amp; Contract City of New York Office of the NYC Comptroller September 1990 - December 1993</p> <p>Audit Manager New York City Transit Authority 1987-1990</p> <p>Audit Supervisor, Office of the Inspector General U.S. General Services Administration 1978-1986</p> <p>Auditor U.S. Dept of Health Education &amp; Welfare 1976-1977</p> <p>Accountant Edward I. Thomashow &amp; Co., C.P.A.'s 1973-1975</p>	<p>Florida CPA</p> <p>Bachelor of Science in Accounting Brooklyn College, City University of New York 1975</p>

**Office of the Inspector General**  
**Miami-Dade County**

# Memorandum

To: Alan Solowitz, Deputy Inspector General  
From: Dylan Hughes, Special Agent *DA*  
Date: October 9, 2003  
Re: Background Investigation/Garland Blackwell/Case #03-81

**Criminal History:** No criminal history.

**Education:** Verified.

The applicant attended the University of North Carolina at Chapel Hill from August 1974 to December 1978. The applicant received a Bachelor of Science Degree in Business Administration on December 26, 1978. The applicant attended New Mexico Highlands University from Spring 1979 to December 1982. The applicant received a Masters of Business Administration on December 13, 1982. The applicant attended Willamette University College of Law from 1996 to 1998. The applicant received a Degree of Jurisprudence in August of 1998. The applicant's official transcripts are in the file.

**Civil Records:** The applicant has been divorced one time.

**New Mexico Bar:** Verified.

The applicant has been an active member in good standing since October 3, 2000.

**Professional Licenses:** Verified.

The applicant has applied for a license as a Certified Public Accountant (CPA) in the state of Florida. The Applicant is a licensed CPA in the state of North Carolina. The license expires June 30, 2004. The applicant is a licensed CPA in the state of New Mexico. The license expires on July 28, 2004. The applicant is a Certified Internal Auditor by the Institute of Internal Auditors.

**Credit Report:**

Confidential credit report in file.

**Employment:**

The applicant's employment was verified from 1996 to January 2003. The applicant has requested a DD-214 to verify his service in the United States Air Force from 1979 to 1994. The applicant is currently enrolled as a full time student at the University of San Diego pursuing a LLMB degree in law. The applicant's expected dated of graduation is December 31, 2003.

The applicant was employed as the Finance Audits Manager for the County of San Diego from August 25, 2000 to January 27, 2003. According to the personnel department representative, the applicant did not receive any disciplinary action during his employment and had a good attendance record. The applicant's former supervisor, Audit Director, Young Z. Choi was interviewed on September 9, 2003 by a member of the Miami-Dade County Personnel Department. The interview is attached to this memo. On September 12, 2003, Bill Kelly, the Chief Financial Officer and Auditor/Controller for the County of Sand Diego was interviewed by a member of the Miami-Dade County Personnel Department. The interview is attached to this memo.

The applicant was employed as the Controller for the University of San Diego from January 22, 1999 to February 2000. Contact was made with Paul Bissonnette, Chief Financial Officer, University of San Diego by an agent of the Miami-Dade County OIG. Mr. Bissonnette stated that he recruited the applicant for the position of Controller. He stated that the applicant came to the position with strong management skills and worked hard to acquire the

applied accounting skills. He stated that the University was transitioning to a new accounting system and the applicant did a very good job during the transition. The applicant had a substantial background in auditing and worked well under stressful situations. Mr. Bissonnette stated that the applicant was adaptable to changing situations and was a very good writer. Mr. Bissonnette stated that the applicant's background in accounting gives him a better insight into the auditing function. He stated that the applicant is an experienced, mature professional. Mr. Bissonnette stated that he is not aware of any disciplinary or attendance problems with the applicant.

The applicant was employed as the Comptroller for North Carolina Central University from June 27, 1997 to January 29, 1999. Contact was made with Thelma Gause, Administrative Assistant to the Comptroller, North Carolina Central University by an agent of the Miami-Dade County Office of the Inspector General (OIG). Ms. Gause stated that she was the applicant's administrative assistant during his tenure as Comptroller. The applicant was responsible for approximately forty employees and 12 departments. The applicant was responsible for auditing and overseeing the financial activities of the University. Ms. Gause stated that the applicant has very good organizational skills and is clear and concise when communicating in writing. Ms. Gause stated that the applicant works very well with others and cares about his staff. Ms. Gause is not aware that the applicant had any disciplinary or attendance problems.

The applicant was employed as a Senior Auditor for Portland General Electric Company from January 17, 1996 to June 20, 1997. Contact was made with Bobbye Brown of the Human Resource Department of Portland General Electric Company by an agent of the Miami-Dade OIG. Ms. Brown stated that the applicant's personnel file was destroyed after five years. She stated that his position title was Specialist III and that he was employed full time.

Members of the Miami-Dade County Personnel Department interviewed two of the applicant's former supervisors from the United States Air Force. The interviews are attached to this memo.

### **Neighborhood Check:**

Contact was made with Donna Huckins, Assistant Property Manager for the Grove Apartments, 346 Jamacha Road, El Cajon, California 92019 by an agent of the Miami-Dade County OIG. Ms. Huckins stated that the applicant has resided at the Grove Apartments since May 16, 2003. Ms. Huckins stated that the applicant has had no complaints and is always punctual with his rental payments. Ms. Huckins stated that the applicant is one of the calmest, level headed persons she has ever met. She stated that the applicant is a wonderful tenant and she would whole heartedly trust him with personal matters. Ms. Huckins has never seen the applicant consume alcoholic beverages or use illegal drugs. She has never seen the applicant lose his temper or become upset. Ms. Huckins does not know of any circumstances that would disqualify the applicant from public service.

Contact was made with Daniel Calderon who resides at 1319 Cadoglenn Drive, El Cajon, California, 92019 by an agent of the Miami-Dade County OIG. Mr. Calderon stated that he has known the applicant since January 2003. Mr. Calderon purchased his home from the applicant and became acquainted with the applicant during that process. Mr. Calderon stated that the negotiations and real estate transaction process went well due to the fact that the applicant was easy to deal with and was very friendly. Mr. Calderon has never seen the applicant consume alcoholic beverages or use illegal drugs. He has never seen the applicant lose his temper or become upset. Mr. Calderon does not know of any circumstances that would disqualify the applicant from public service.

Biscayne Building  
19 West Flagler St., Suite 220  
Miami, FL 33130  
Phone (305) 375-1946  
Fax (305) 579-2656

**Office of the Inspector General  
Miami-Dade County**

# Memorandum

To: Alan Solowitz, Deputy Inspector General  
From: Cedric Johnson, Special Agent  
Date: October 17, 2003  
Re: Background Investigation/Allen Mark Vann - Case No: 03-82

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- **Criminal History:**

No Criminal History

- **Education:**

Verified

The applicant received a Bachelor of Science, Major in Accounting Degree from the Brooklyn College of the City University of New York on June 5, 1975.

- **Professional Licenses:**

Verified

The applicant is a licensed Certified Public Accountant (CPA) in the State of Florida with no complaints on record. The CPA license expires on December 31, 2003.

- **Civil Records:**

Negative Findings

- **Credit Report:**

Confidential Credit Report secured in file

- **Employment:**

The applicant is currently the Inspector General for the South Florida Water Management District in Palm Beach County. He has held this position since August 1996. According to the Director of Human Resources, the applicant is well regarded by the District's Governing Board. The applicant is described as being very dependable with the highest ethics. The applicant has consistently provided the District with concise and thorough reports. The applicant's two most recent evaluations graded him the highest marks of Very Effective and Highly Effective, respectively.

The applicant's attendance was described as impeccable. He has no disciplinary history with the District.

- **Neighborhood Check:**

Contact was made with the applicant's neighbor who resides next door to the applicant. The male neighbor stated that he has resided along side the applicant for about four months. He stated that he is not aware of any illegal activity by the applicant. He also stated that he is not aware of any domestic violence issues. He described the applicant and his family as good neighbors.

Additional contact was made with the applicant's neighbor who resides across the street from the applicant. The female neighbor stated that she has resided across the street from the applicant for about ten months. She described the applicant and his family as great neighbors. She stated that she was not aware of any domestic violence or illegal activity issues regarding the applicant.